AFCEA C4ISR Symposium

26 Apr 05

AFMC

War-Winning Capabilities … On Time, On Cost

U.S. AIR FORCE

Operational Support Concept of Operations

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Overview

- Background
- OS in Context
- OS Video
- Challenges and Goals
- Functional Integration
- Take-Aways

Visualizing Force Readiness

AFMC

Ready People

Ready Unit

Ready Installation

Ready Equipment

Protected People/Units

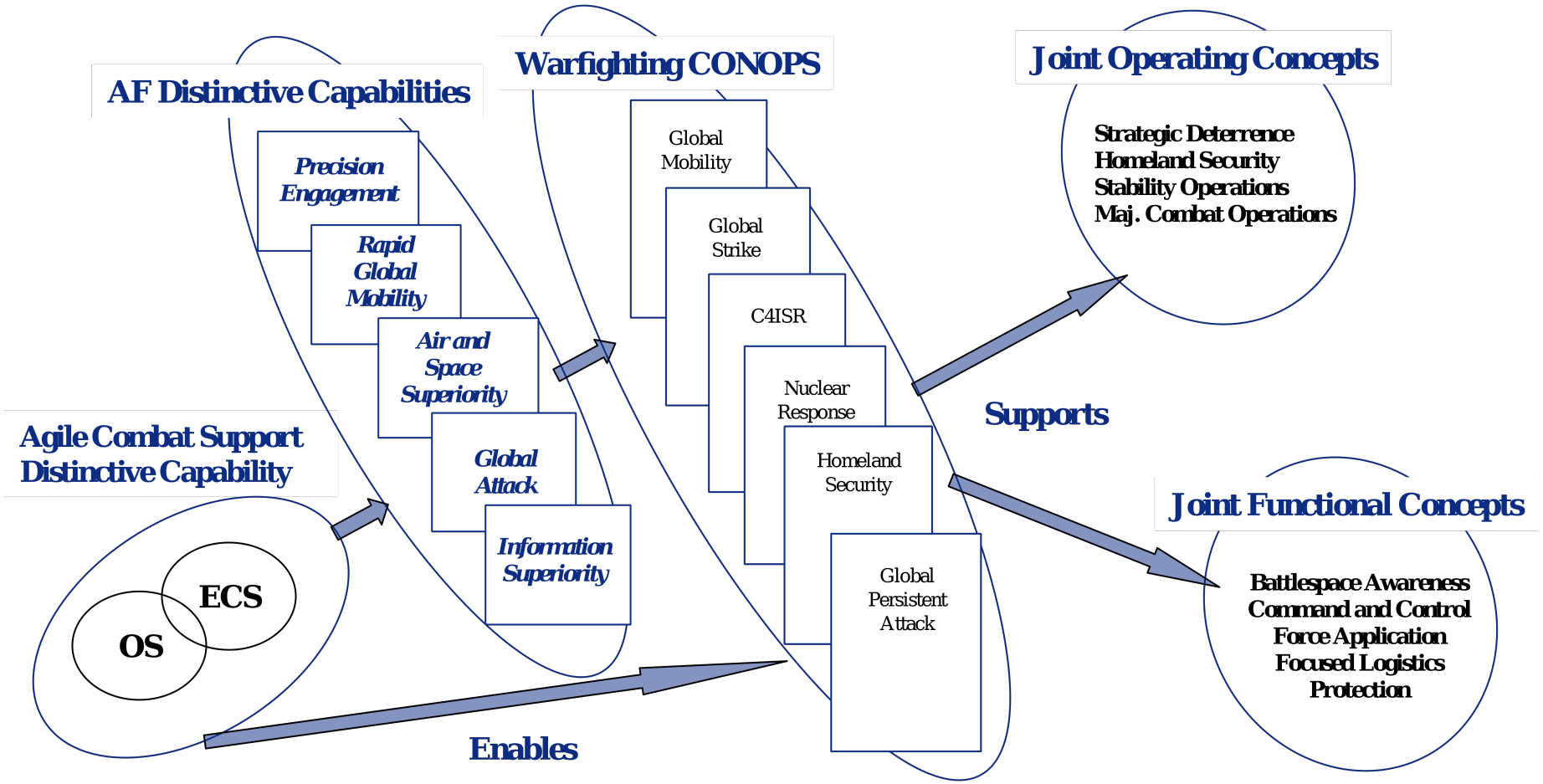
Ready Materiel

“Train the way we fight; Fight the way we

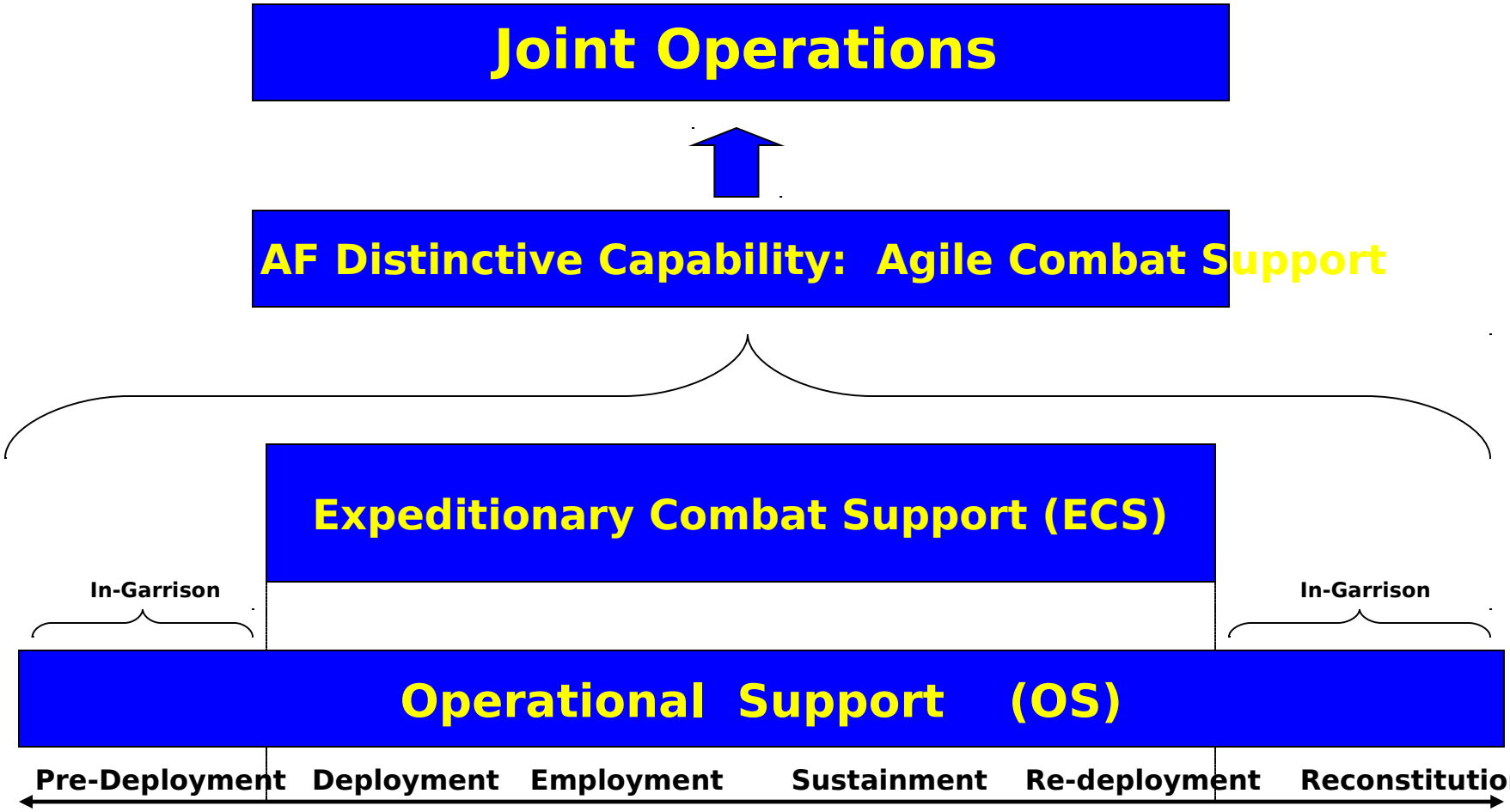
Agile Combat Support

- **ACS supports virtually every USAF mission**
- **Two Main Lines of Activity**
  - **Operational Support:**
    - **Enabling organize, train, & equip missions**
    - **Situational awareness (Commanders and Airmen)**
    - **Integrated functional & business processes**
    - **Shared authoritative data**
    - **Enables all ECS capabilities**
  - **Expeditionary Combat Support (ECS) Operations – Deploy thru Redeploy**
    - **Supports Joint warfighting operations**

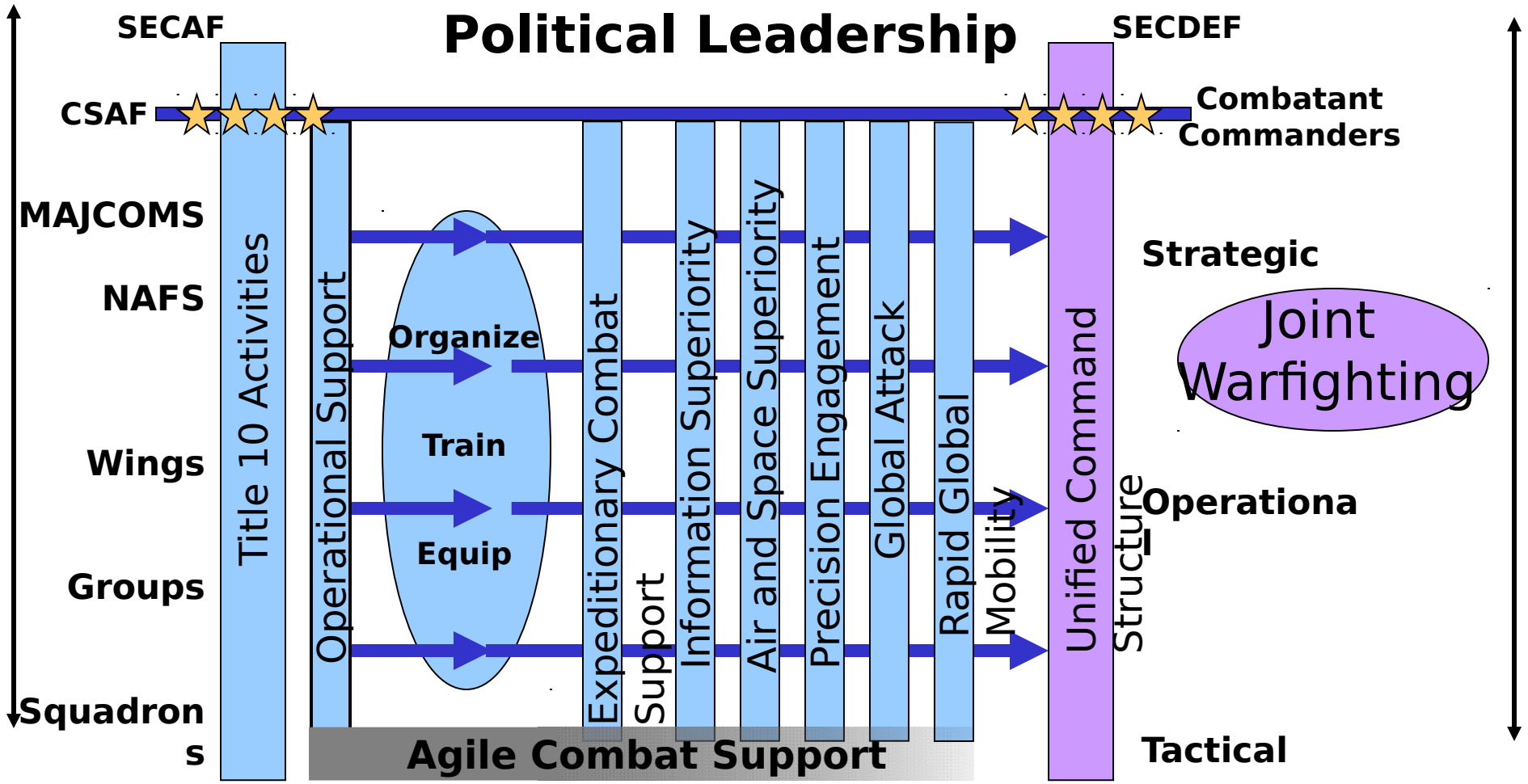
ACS – OS – ECS Relationships



OS In Context

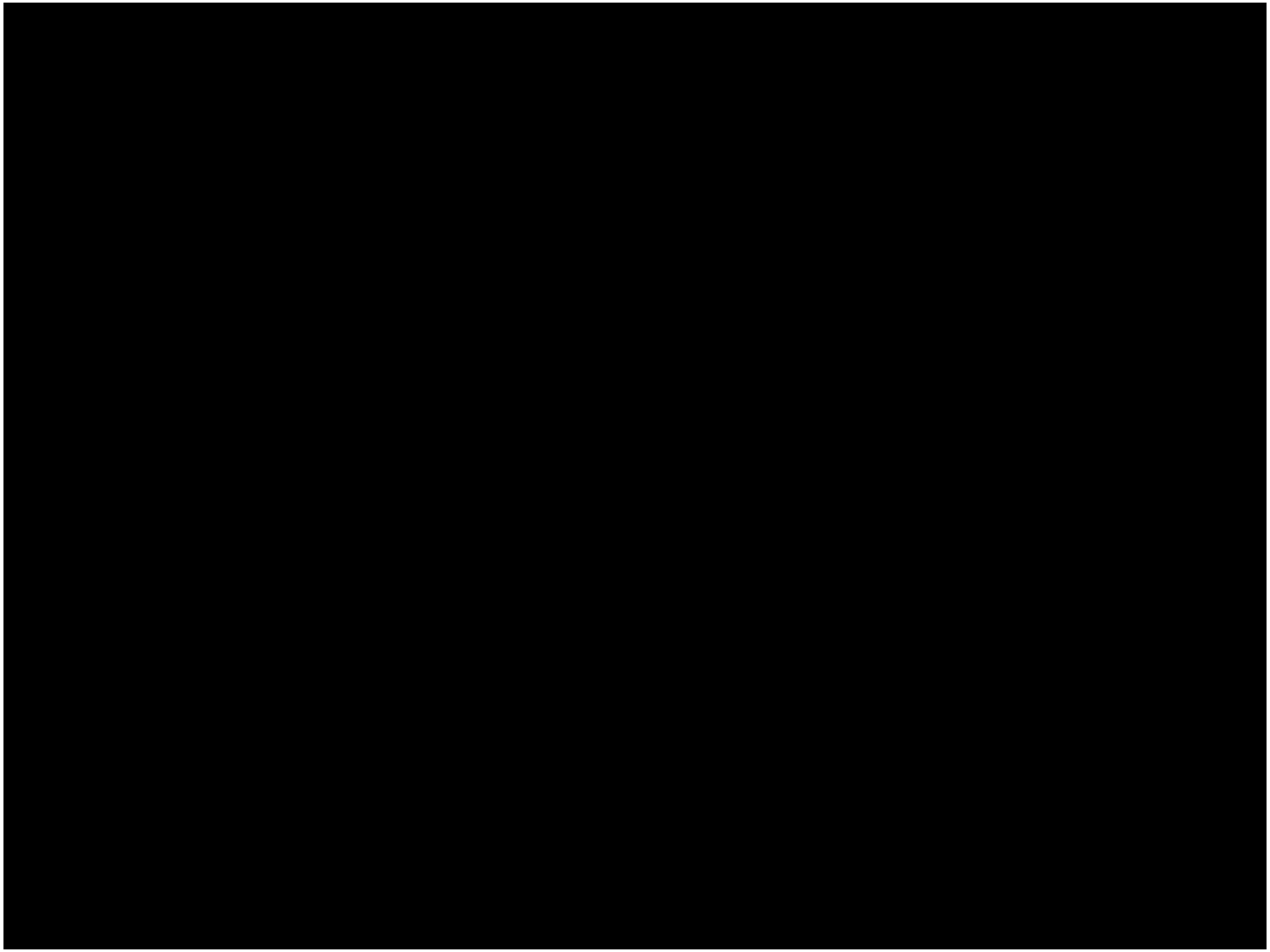


OS Across All Levels



Net-Centric Integration & Interoperability

OS VIDEO



OS Goals

- **Significantly Improve the AF Capability to Provide Ready Forces (Organize, Train, and Equip) and Support Combat Operations**
- **Develop, Field, and Sustain Integrated OS Processes and Interoperable Solutions and Systems**
  - **Create / leverage shared authoritative data**
  - **Exploit net-centric environment and Information Age capabilities**
  - **Create integrated workflow environment**
- **Integrate Stove-Piped Processes and Support Across 23 AF Functional Areas**
  - **Modernize / create Commander- and Airman-centric cross-functional processes and support**
- **Provide Common OS Picture**

Operational Support Challenge

- **Enable Net-Centric Agile Combat Support**
- **Expand current view of ACS to include OS**
  - **Properly describe OS as a subset of ACS**
- **Ensure Joint interoperability**
  - **Systems, Data, and Processes**
- **Provide COCOM readiness, awareness**
- **Integrate and transform stovepiped functional processes to net-centric capabilities**

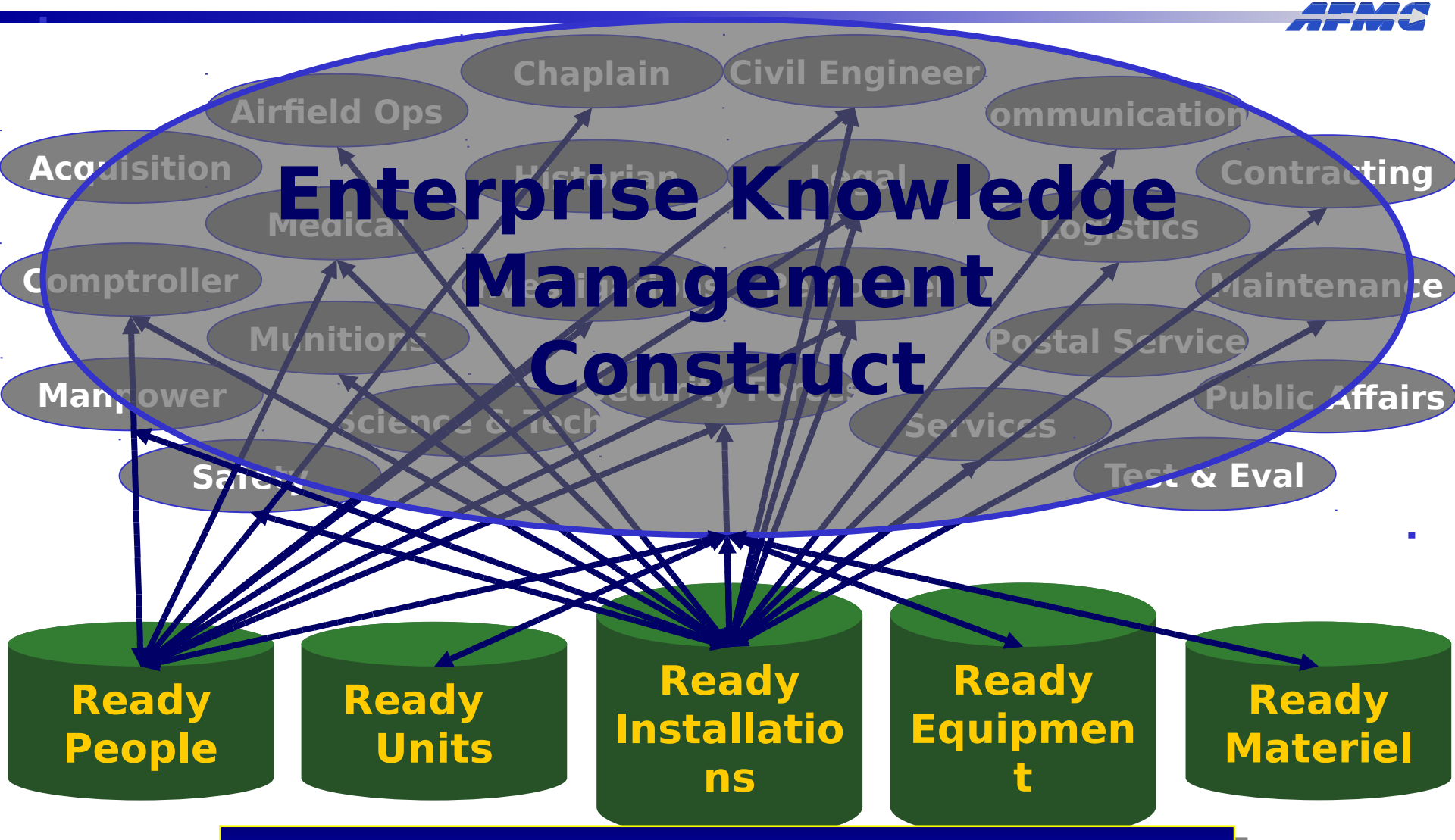
Functional Area Integration

- **OS must integrate stove-piped processes and support across functional lanes**
  - **Not currently integrated**
  - **Unable to share relevant data**
  - **Information systems not interoperable**

Functional Areas

Acquisition	Contracting	Maintenance	Public Affairs
Airfield Operations	Financial Management & Comptroller	Manpower	Safety
Chaplain Service	Health Services	Munitions	Science and Technology
Civil Engineer	Historian	Office of Special Investigations	Security Forces
Communications / Information	Judge Advocate	Personnel	Services
	Logistics Readiness	Postal Service	Test & Evaluation

AF Data: The Way Ahead Today



Must be Integrated and

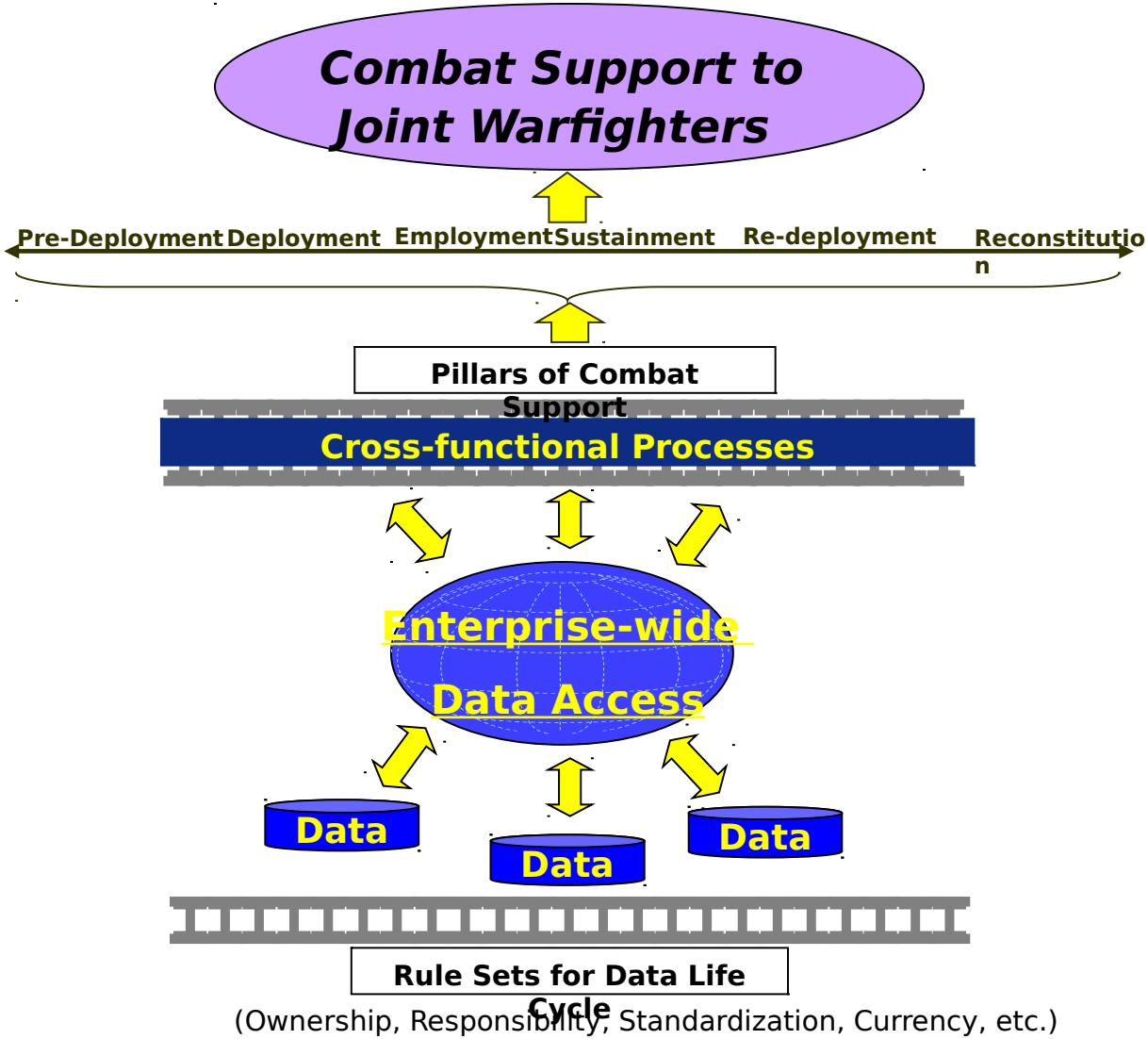
Integrating Data

Commander and Airman Centric Processes

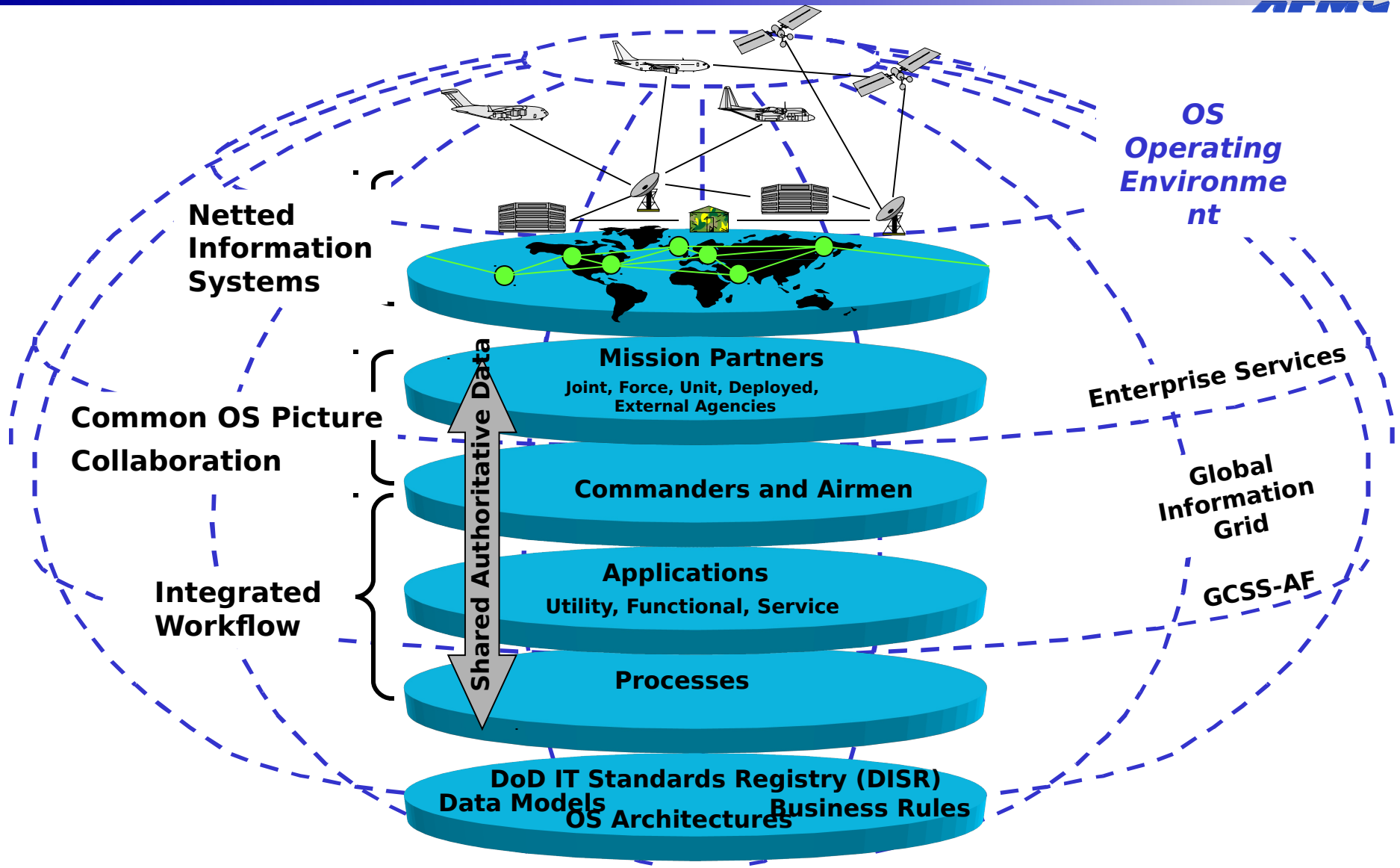
Common OS Picture

Integrated Workflow

Shared Authoritative Data



Pulling It All Together



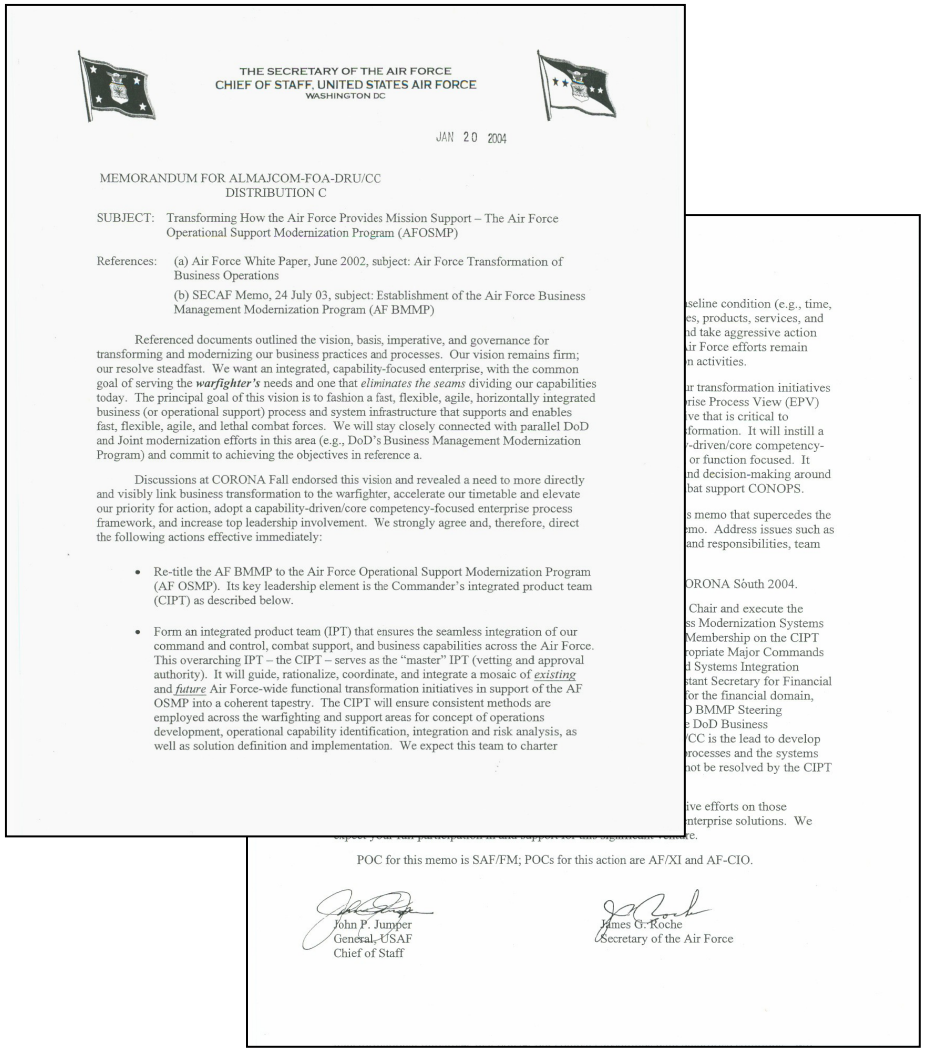
Take-Aways

- **USAF Operational Support will be Net-Centric**
- **Change in Mind Set required**
  - **View OS information environment as a primary operating environment**
- **Processes Undergoing Fundamental Changes**
  - **More than Integrating Information Systems**
  - **Integrating Human Processes and Workflows**
  - **Adapt through Continuous Process Improvement**
- **Enabling Commanders and Airmen**
- **Achieving the Joint/Global Enterprise**

AIR FORCE MATERIEL COMMAND

SecAF & CSAF OSMP Memo 20 Jan 2004

- **Direction:**
  - **Re-name Business Management Modernization Program to Operational Support Modernization Program (OSMP)**
  - **Form Commanders' Integrated Product Team (CIPT) chaired by AF/XI**
  - **CIPT lead for Modernization Planning & OSMI funding**
  - **AFMC/CC Lead for Operational Support CONOPS (CORONA Fall**



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC

JAN 20 2004

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC
DISTRIBUTION C

SUBJECT: Transforming How the Air Force Provides Mission Support – The Air Force Operational Support Modernization Program (AFOSMP)

References: (a) Air Force White Paper, June 2002, subject: Air Force Transformation of Business Operations

(b) SECAF Memo, 24 July 03, subject: Establishment of the Air Force Business Management Modernization Program (AF BMMP)

Referenced documents outlined the vision, basis, imperative, and governance for transforming and modernizing our business practices and processes. Our vision remains firm; our resolve steadfast. We want an integrated, capability-focused enterprise, with the common goal of serving the ***warfighter's*** needs and one that *eliminates the seams* dividing our capabilities today. The principal goal of this vision is to fashion a fast, flexible, agile, horizontally integrated business (or operational support) process and system infrastructure that supports and enables fast, flexible, agile, and lethal combat forces. We will stay closely connected with parallel DoD and Joint modernization efforts in this area (e.g., DoD's Business Management Modernization Program) and commit to achieving the objectives in reference a.

Discussions at CORONA Fall endorsed this vision and revealed a need to more directly and visibly link business transformation to the warfighter, accelerate our timetable and elevate our priority for action, adopt a capability-driven/core competency-focused enterprise process framework, and increase top leadership involvement. We strongly agree and, therefore, direct the following actions effective immediately:

- Re-title the AF BMMP to the Air Force Operational Support Modernization Program (AF OSMP). Its key leadership element is the Commander's integrated product team (CIPT) as described below.
- Form an integrated product team (IPT) that ensures the seamless integration of our command and control, combat support, and business capabilities across the Air Force. This overarching IPT – the CIPT – serves as the "master" IPT (vetting and approval authority). It will guide, rationalize, coordinate, and integrate a mosaic of *existing* and *future* Air Force-wide functional transformation initiatives in support of the AF OSMP into a coherent tapestry. The CIPT will ensure consistent methods are employed across the warfighting and support areas for concept of operations development, operational capability identification, integration and risk analysis, as well as solution definition and implementation. We expect this team to charter

POC for this memo is SAF/FM; POCs for this action are AF/XI and AF-CIO.

John P. Jumper
General, USAF
Chief of Staff

James G. Roche
Secretary of the Air Force

OS Definition

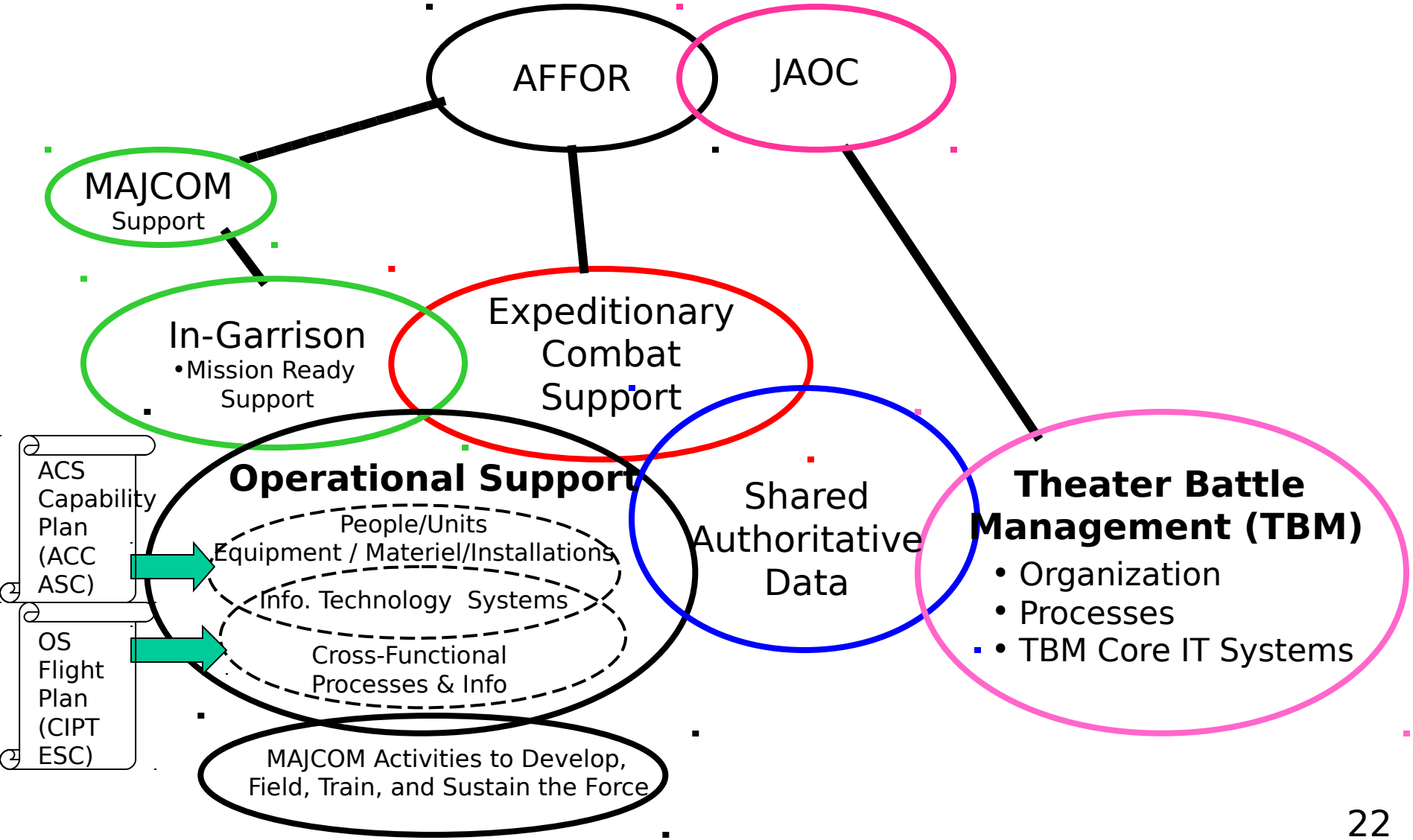
Operational Support: The efficient and effective integration of processes and operations designed and structured to provide individual airmen and organizational leaders and commanders, at all levels, the information and knowledge needed to make rapid and accurate decisions regarding the status, mobilization, deployment, employment, equipping, and sustainment of all Air Force forces.

Status

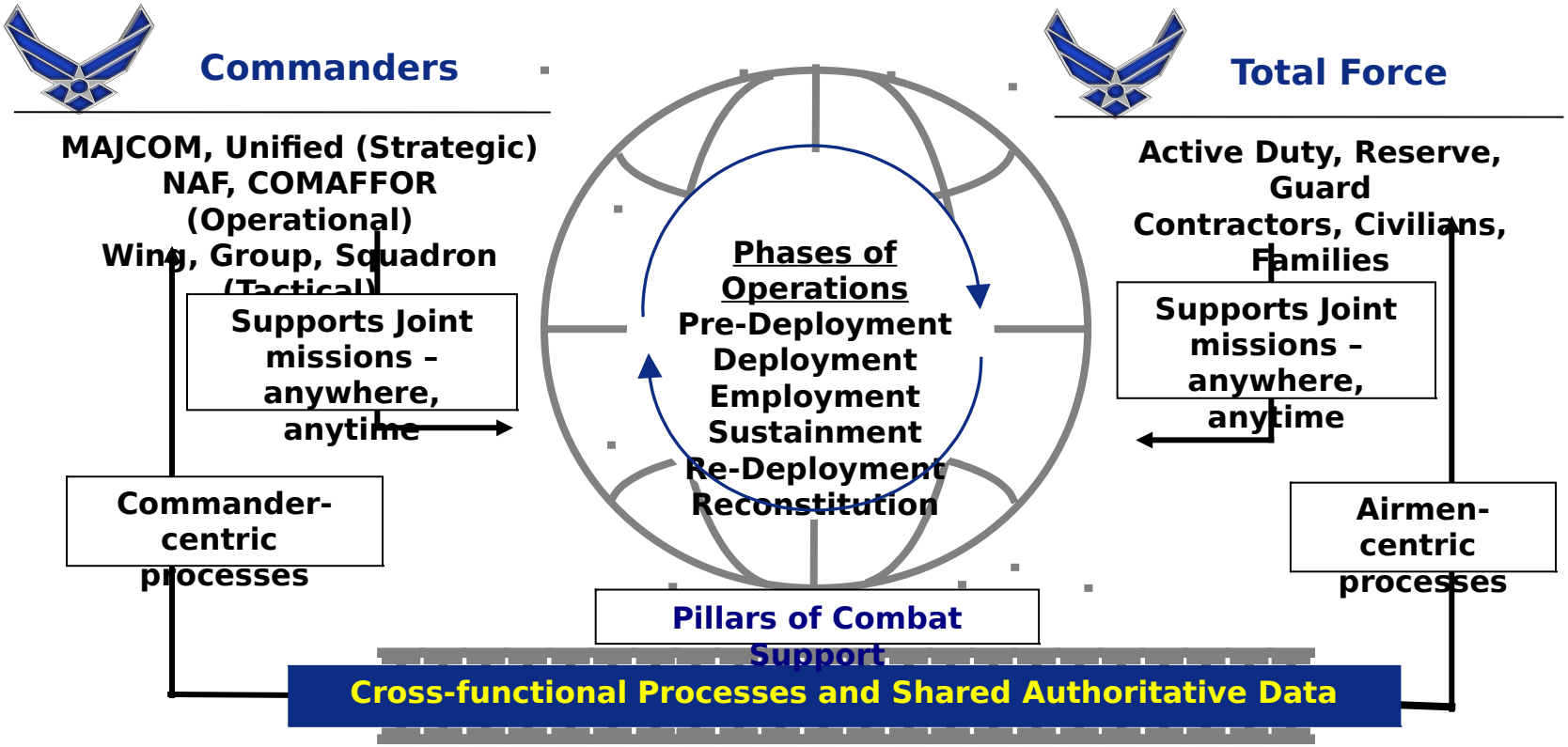
- **OS CONOPS draft in coordination**

- **OS CONOPS is Result of:**
  - **AF-wide Commander & Airmen inputs**
  - **Functional process history**
  - **Analysis of past, present, and future capabilities**
  - **Lessons learned**

OS Enables ECS



Scope: Operational Support



Achieving OS Transformation

- **Availability of the GiG**
- **Integrated Workflow Environment requires cross-functional processes**
  - **Stovepipes… unacceptable**
- **New Practices and Capabilities**
  - **Enabling Commanders and Airmen**
- **Continuous Process Improvement (CPI):**
  - **Capabilities focused – process driven**
    - **Cross-Service & Joint Expeditionary**
  - **Dynamic environment requiring rapid adaptation**

Achieving Clarity Describing Diverse Requirements

ACS CONOPS

Sponsor: AFMC

Champ: AF/IL

escribe the "How" with wo Supporting Annexes

Expeditionary Combat Support (ECS) Annex

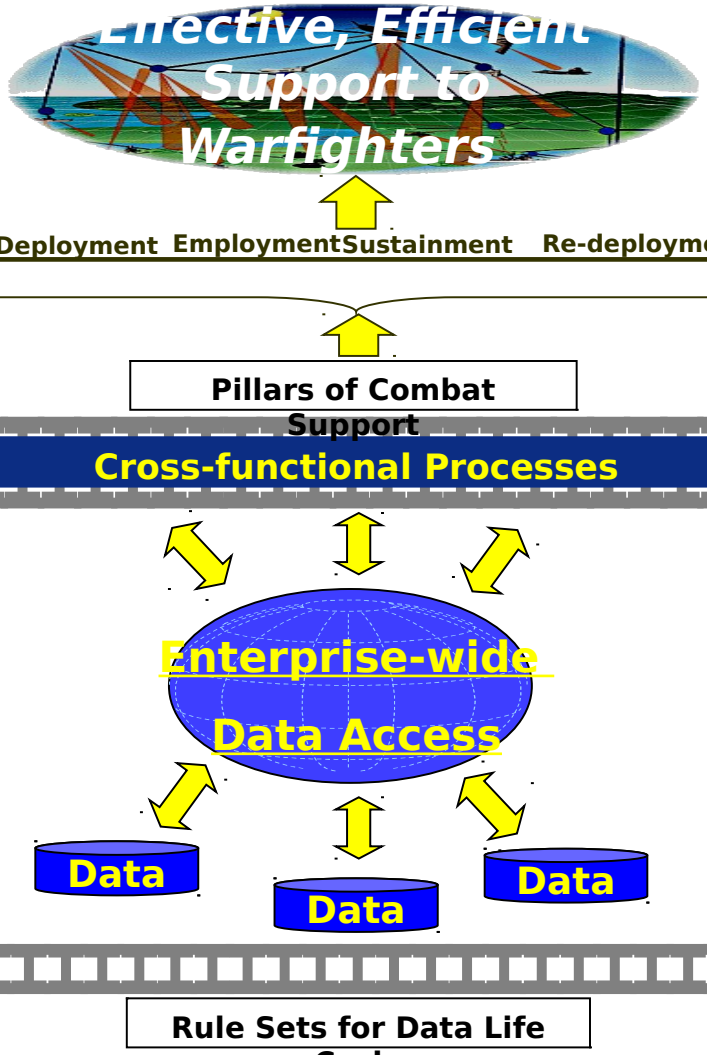
OPR: AMC

Operational Support Annex

OPR: AFMC

Describes Execution of ACS

How We Get There



AFMC Approach to CPI

Useable Construct At HAF, MAJCOM, Center and Wing Levels

Phase 1	Phase 2	Phase 3
• Leadership commitment • Establish CPI structure • Mission priorities/goals set • Initial training • Initial improvements and quick paybacks	• Structure in place to sustain process improvement • All key areas 'touched' • Strategic alignment of goals/metrics	• Improvements extended to key suppliers • Use more advanced improvement tools • Cultural changes institutionalized
Years 1-3	*Years 2-5*	*Years 4-7*

AFMC Compatible with AF/IL